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APPLICATION NO.	FILING DATE	FIRST NAMED INVENTOR	ATTORNEY DOCKET NO.	CONFIRMATION NO.
10/085,652	02/27/2002	Christopher Dean Farnes	100110219-1	8629

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HEWLETT-PACKARD COMPANY
Intellectual Property Administration
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EXAMINER

BOYCE, ANDRE D

ART UNIT	PAPER NUMBER
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3623

SHORTENED STATUTORY PERIOD OF RESPONSE	MAIL DATE	DELIVERY MODE
3 MONTHS	01/04/2007	PAPER

Please find below and/or attached an Office communication concerning this application or proceeding.

If NO period for reply is specified above, the maximum statutory period will apply and will expire 6 MONTHS from the mailing date of this communication.

Office Action Summary

Application No.

10/085,652

Applicant(s)

FARNES ET AL.

Examiner

Andre Boyce

Art Unit

3623

-- The MAILING DATE of this communication appears on the cover sheet with the correspondence address --

Period for Reply

A SHORTENED STATUTORY PERIOD FOR REPLY IS SET TO EXPIRE 3 MONTH(S) OR THIRTY (30) DAYS, WHICHEVER IS LONGER, FROM THE MAILING DATE OF THIS COMMUNICATION.

- Extensions of time may be available under the provisions of 37 CFR 1.136(a). In no event, however, may a reply be timely filed after SIX (6) MONTHS from the mailing date of this communication.
- If NO period for reply is specified above, the maximum statutory period will apply and will expire SIX (6) MONTHS from the mailing date of this communication.
- Failure to reply within the set or extended period for reply will, by statute, cause the application to become ABANDONED (35 U.S.C. § 133). Any reply received by the Office later than three months after the mailing date of this communication, even if timely filed, may reduce any earned patent term adjustment. See 37 CFR 1.704(b).

Status

- 1) ☒ Responsive to communication(s) filed on 06 October 2006.
- 2a) ☒ This action is **FINAL**. 2b) ☐ This action is non-final.
- 3) ☐ Since this application is in condition for allowance except for formal matters, prosecution as to the merits is closed in accordance with the practice under *Ex parte Quayle*, 1935 C.D. 11, 453 O.G. 213.

Disposition of Claims

- 4) ☒ Claim(s) 1-33 is/are pending in the application.
- 4a) Of the above claim(s) _____ is/are withdrawn from consideration.
- 5) ☐ Claim(s) _____ is/are allowed.
- 6) ☒ Claim(s) 1-33 is/are rejected.
- 7) ☐ Claim(s) _____ is/are objected to.
- 8) ☐ Claim(s) _____ are subject to restriction and/or election requirement.

Application Papers

- 9) ☐ The specification is objected to by the Examiner.
- 10) ☐ The drawing(s) filed on _____ is/are: a) ☐ accepted or b) ☐ objected to by the Examiner.
Applicant may not request that any objection to the drawing(s) be held in abeyance. See 37 CFR 1.85(a).
Replacement drawing sheet(s) including the correction is required if the drawing(s) is objected to. See 37 CFR 1.121(d).
- 11) ☐ The oath or declaration is objected to by the Examiner. Note the attached Office Action or form PTO-152.

Priority under 35 U.S.C. § 119

- 12) ☐ Acknowledgment is made of a claim for foreign priority under 35 U.S.C. § 119(a)-(d) or (f).
- a) ☐ All b) ☐ Some * c) ☐ None of:
- ☐ Certified copies of the priority documents have been received.
 - ☐ Certified copies of the priority documents have been received in Application No. _____.
 - ☐ Copies of the certified copies of the priority documents have been received in this National Stage application from the International Bureau (PCT Rule 17.2(a)).

* See the attached detailed Office action for a list of the certified copies not received.

Attachment(s)

- | | |
|--|---|
| 1) <input type="checkbox"/> Notice of References Cited (PTO-892) | 4) <input type="checkbox"/> Interview Summary (PTO-413)
Paper No(s)/Mail Date. _____ |
| 2) <input type="checkbox"/> Notice of Draftsperson's Patent Drawing Review (PTO-948) | 5) <input type="checkbox"/> Notice of Informal Patent Application |
| 3) <input type="checkbox"/> Information Disclosure Statement(s) (PTO/SB/08)
Paper No(s)/Mail Date _____ | 6) <input type="checkbox"/> Other: _____ |

DETAILED ACTION

Response to Amendment

1. This Final office action is in response to Applicant's amendment filed October 6, 2006. Claims 1-33 are pending.
2. Applicant's arguments filed October 6, 2006 have been fully considered but they are not persuasive.

Claim Rejections - 35 USC § 102

3. The text of those sections of Title 35, U.S. Code not included in this action can be found in a prior Office action.
4. Claims 1, 2, 4, 13, 14, 18, 19, 27-30 and 33 are rejected under 35 U.S.C. 102(b) as being anticipated by Ulwick (USPN 6,115,691).

As per claim 1, Ulwick discloses a method for developing a solution to a customer experience issue (i.e., evaluation of potential solutions to achieve desired outcomes, column 7, lines 24-26), said method comprising: a) identifying a target customer including customer requirements and a customer profile (i.e., customers are identified, column 6, lines 7-10); b) defining a current customer experience (i.e., desired outcome for the customers, column 6, lines 18-20) and comparing it with a customer experience provided by a competitor (i.e., can organization compete effectively against other organizations, figure 19a); c) summarizing values and benefits that should be provided to said target customer (i.e., relative importance

and satisfaction levels of desired outcome are quantified, column 6, lines 36-39); d) identifying metrics for measuring success of a solution (i.e., predictive metrics or predictive success factors, column 6, lines 54-57); e) identifying gaps between current solutions and said benefits (i.e., quantifying the potential value of each alternate solution, column 7, lines 63-67); and f) generating solutions for delivering said benefits and selecting a solution path which delivers the greatest number of benefits (i.e., user is guided towards solutions that overcome specific weaknesses and allows them to integrate and combine positive elements of a solution into an optimal solution, column 8, lines 12-15).

As per claim 2, Ulwick discloses defining a future customer experience for said solution path (i.e., value of potential solution can be determined in advance of its actual development, column 8, lines 27-30).

As per claim 4, Ulwick discloses developing an architecture for implementing said solution path (i.e., implementation of the process on a computer system, column 13, lines 13-16).

As per claim 13, Ulwick discloses wherein said step a) comprises: collecting data about customers affected by said customer experience issue (i.e., external customer sets are identified and research is conducted, column 14, lines 40-42); segmenting customers and identifying a customer segment most affected by said customer experience issue, said customer segment representing said target customer (i.e., market segmented by what different customers value, column 15, lines 1-5); and identifying attributes of said target customer associated with said customer

experience issue to generate said customer profile (i.e., segments represent a new market opportunity, column 15, lines 5-8).

As per claim 14, Ulwick discloses generating an environmental profile of said target customer, said environmental profile comprising attributes of an environment associated with said target customer (i.e., existence of segments that cut across traditional classification schemes, column 15, lines 5-7).

As per claim 18, Ulwick discloses said metrics comprise pre-release metrics and post-release metrics, wherein pre-release metrics are for measuring success during development of said solution path (i.e., create and quantify the value of a proposed solution in advance of its actual implementation, column 17, lines 25-28) and wherein post-release metrics are for measuring success after implementation of said solution path (i.e., continuous improvement of the solution, column 23, lines 3-7).

As per claim 19, Ulwick discloses wherein said step d) comprises: defining units of measure for said metrics (importance rating, column 18, lines 63-67); identifying measurement methods; defining criteria which indicate acceptable values for said metrics; and establishing baseline values for said metrics (column 18, lines 53-63).

As per claim 27, Ulwick discloses method for developing a solution to a customer experience issue (i.e., evaluation of potential solutions to achieve desired outcomes, column 7, lines 24-26), said method comprising: a) identifying gaps between current solutions and benefits that should be provided to a target customer (i.e., quantification of potential value, thus determining strengths and weaknesses in a solution, column 7, lines 63-67 and column 8, lines 10-12); b) generating solutions

for delivering said benefits and selecting a solution path which delivers the greatest number of benefits (i.e., integration of positive elements to obtain optimal solution, column 8, lines 12-15); c) defining a future customer experience for a selected solution (i.e., value of potential solution can be determined in advance of its actual development, column 8, lines 27-30); d) developing an architecture for implementing said solution path (i.e., implementation of the process on a computer system, column 13, lines 13-16); and e) defining use-cases describing task interactions between participants in said solution path and said solution path (i.e., analysis to ensure production and planning are considered in planning phase of the project, column 15, lines 56-59).

As per claim 28, Ulwick discloses defining a value delivery system identifying elements and participants associated with delivering said solution path to said target customer (i.e., internal customers, wherein the objective is to ensure that the solution delivers value to the internal and external customers, column 15, lines 28-32 and 40-42).

As per claim 29, Ulwick discloses identifying components of said future customer experience; identifying requirements for delivering each component of said future customer experience; and identifying participants who are associated with said components and delivery requirements (i.e., production is analyzed to insure that the resulting solution can be delivered, column 15, lines 51-61).

As per claim 30, Ulwick discloses identifying gaps in said value delivery system; and identifying solutions addressing gaps in said value delivery system (i.e.,

quantification of potential value, thus determining strengths and weaknesses in a solution, column 7, lines 63-67 and column 8, lines 10-12).

As per claim 33, Ulwick discloses identifying participants in said solution path (i.e., internal customers, column 14, lines 22-25); creating and prioritizing goals for said participants (i.e., evaluation and prioritization of organization desired outcomes, column 15, lines 44-50); identifying tasks for accomplishing goals selected according to their priority (i.e., production desired outcomes, column 15, lines 54-56); defining use-cases describing task interactions between said participants and said solution path (i.e., analysis to ensure production and planning are considered in planning phase of the project, column 15, lines 56-59); and identifying and addressing problems with said solution path using said use-cases (i.e., establishment of importance rating of desired outcomes, column 16, lines 6-11).

Claim Rejections - 35 USC § 103

5. Claims 3, 5-12, 15-17, 20-26, 31 and 32 are rejected under 35 U.S.C. 103(a) as being unpatentable over Ulwick (USPN 6,115,691), in view of Bruce (US 2002/0049621).

As per claims 3 and 31, Ulwick does not explicitly disclose identifying milestones for delivering said values and benefits; identifying components of said future customer experience for each milestone; generating a future customer experience flow by organizing future customer experience components for each milestone according to their order of occurrence; and aligning said solution path with

said milestones. Bruce discloses the evaluation of a project or sub-project including milestone tracking, wherein a job is monitored for the completion of certain milestones or goals, wherein the job is simple broken down into smaller subsets (¶¶ 0463-0464). Both Ulwick and Bruce are concerned with obtaining organizational goals via performance indicators, therefore it would have been obvious to one having ordinary skill in the art at the time the invention was made to include identifying milestones; identifying components of said future customer experience for each milestone; and aligning said solution path with said milestones in Ulwick, as seen in Bruce, as an effective means of monitoring a job for the completion of certain milestones and goals, as disclosed by Bruce, thus making Ulwick more aware of the status of customer desired outcomes.

As per claims 5 and 32, Ulwick does not explicitly discloses identifying milestones for delivering said values and benefits; identifying components of said future customer experience for each milestone; identifying elements of said architecture needed for each milestone; and assembling said elements to construct said architecture. Bruce discloses the evaluation of a project or sub-project including milestone tracking, wherein a job is monitored for the completion of certain milestones or goals, wherein the job is simple broken down into smaller subsets (¶¶ 0463-0464). Both Ulwick and Bruce are concerned with obtaining organizational goals via performance indicators, therefore it would have been obvious to one having ordinary skill in the art at the time the invention was made to include identifying milestones; identifying components of said future customer experience for

each milestone; and identifying elements of said architecture needed for each milestone in Ulwick, as seen in Bruce, as an effective means of monitoring a job for the completion of certain milestones and goals, as disclosed by Bruce, thus making Ulwick more aware of the status of customer desired outcomes.

As per claim 6, Ulwick discloses identifying participants in said solution path (i.e., internal customers, column 14, lines 22-25); creating and prioritizing goals for said participants (i.e., evaluation and prioritization of organization desired outcomes, column 15, lines 44-50); identifying tasks for accomplishing goals selected according to their priority (i.e., production desired outcomes, column 15, lines 54-56); defining use-cases describing task interactions between said participants and said solution path (i.e., analysis to ensure production and planning are considered in planning phase of the project, column 15, lines 56-59); and identifying and addressing problems with said solution path using said use-cases (i.e., establishment of importance rating of desired outcomes, column 16, lines 6-11).

As per claim 7, Ulwick discloses defining a value delivery system identifying elements and participants associated with delivering said solution path to said target customer (i.e., internal customers, wherein the objective is to ensure that the solution delivers value to the internal and external customers, column 15, lines 28-32 and 40-42).

As per claim 8, Ulwick discloses identifying components of said future customer experience; identifying requirements for delivering each component of said future customer experience; and identifying participants who are associated with said

components and delivery requirements (i.e., production is analyzed to insure that the resulting solution can be delivered, column 15, lines 51-61).

As per claim 9, Ulwick discloses identifying gaps in said value delivery system; and identifying solutions addressing gaps in said value delivery system (i.e., quantification of potential value, thus determining strengths and weaknesses in a solution, column 7, lines 63-67 and column 8, lines 10-12).

As per claims 10 and 11, Ulwick discloses defining scope and resources (i.e., desired outcomes for internal customers, column 15, lines 28-33). Ulwick does not disclose schedule for implementing said solution path and developing a schedule for measuring performance of said solution path against said metrics. Bruce discloses scheduling of activities for a project (i.e., implementation of a solution, ¶ 0114), wherein each activity has an operational component, representing the work done, (¶ 0115). Both Ulwick and Bruce are concerned with obtaining organizational goals via performance indicators, therefore it would have been obvious to one having ordinary skill in the art at the time the invention was made to include schedule for implementing said solution path and developing a schedule for measuring performance of said solution path against said metrics in Ulwick, as seen in Bruce, as an effective means of tracking the progress of the activities of the solution implementation, thus making Ulwick more aware of the status of customer desired outcomes.

As per claim 12, Ulwick discloses measuring performance of said solution path (i.e., quantification of the potential value of each solution, column 7, lines 63-65);

and identifying and implementing changes to said solution path to improve said performance (i.e., integration of positive elements to obtain optimal solution, column 8, lines 12-15).

As per claim 15, Ulwick discloses said step b) comprises: generating a customer experience flow by organizing components of said current customer experience according to their order of occurrence (i.e., predictive metrics of desired outcome, column 16, lines 18-21), wherein said customer experience flow is referenced to said customer requirements and identifies instances in which said customer requirements are unmet (i.e., quantification of potential value, thus determining strengths and weaknesses in a solution, column 7, lines 63-67 and column 8, lines 10-12); and updating said customer experience flow to include said gaps between said attributes (i.e., integration of positive elements to obtain optimal solution, column 8, lines 12-15). Ulwick does not disclose identifying gaps between attributes of said current customer experience and attributes of said customer experience provided by said competitor. Bruce discloses benchmarking/ best practices as a comparison tool, which compares related information of two different projects, which can include competitors (§ 0465). Both Ulwick and Bruce are concerned with obtaining organizational goals via performance indicators, therefore it would have been obvious to one having ordinary skill in the art at the time the invention was made to include identifying gaps between attributes of said current customer experience and attributes of said customer experience provided by said competitor in Ulwick; as

seen in Bruce, as an effective means of comparison, as disclosed by Bruce, thus making Ulwick more robust in determining solution implementation.

As per claims 16, 17 and 23, Ulwick discloses wherein said step c) comprises: identifying said benefits (i.e., customer desired outcomes, column 15, lines 1-5); categorizing said benefits according to their value to said target customer (column 15, lines 1-5); prioritizing said benefits according to their relative importance (i.e., outcomes are prioritized, column 15, lines 16-17); and selecting a subset of benefits according to their value (i.e., desired outcomes for a particular segment are ranked, column 15, lines 17-20). Ulwick does not explicitly disclose identifying milestones for delivering said values and benefits; and creating value propositions for each milestone, wherein a value proposition comprises a summary of value provided at each milestone, and aligning said solution path with said milestones. Bruce discloses the evaluation of a project or sub-project including milestone tracking, wherein a job is monitored for the completion of certain milestones or goals, wherein the job is simple broken down into smaller subsets (¶¶ 0463-0464). Both Ulwick and Bruce are concerned with obtaining organizational goals via performance indicators, therefore it would have been obvious to one having ordinary skill in the art at the time the invention was made to include identifying milestones; creating value propositions for each milestone; and aligning said solution path with said milestones in Ulwick, as seen in Bruce, as an effective means of monitoring a job for the completion of certain milestones and goals, as disclosed by Bruce, thus making Ulwick more aware of the status of customer desired outcomes.

As per claim 20, Ulwick discloses a method for developing a solution to a customer experience issue (i.e., evaluation of potential solutions to achieve desired outcomes, column 7, lines 24-26), said method comprising: a) collecting data about customers affected by said customer experience issue (i.e., external customer sets are identified and research is conducted, column 14, lines 40-42); b) segmenting customers and identifying a customer segment most affected by said customer experience issue, said customer segment representing a target customer (i.e., market segmented by what different customers value, column 15, lines 1-5); c) identifying attributes of said target customer associated with said customer experience issue to generate a customer profile (i.e., segments represent a new market opportunity, column 15, lines 5-8); d) generating a customer experience flow by organizing components of a current customer experience according to their order of occurrence (i.e., predictive metrics of desired outcome, column 16, lines 18-21), wherein said customer experience flow identifies instances in which customer requirements are unmet (i.e., quantification of potential value, thus determining strengths and weaknesses in a solution, column 7, lines 63-67 and column 8, lines 10-12); f) summarizing values and benefits that should be provided to said target customer (i.e., customer desired outcomes, column 15, lines 1-5); and g) identifying metrics for measuring success of a solution (i.e., predictive metrics, column 16, lines 18-20). Ulwick does not disclose identifying gaps between attributes of said current customer experience and attributes of said customer experience provided by a competitor. Bruce discloses benchmarking/ best practices as a comparison tool,

which compares related information of two different projects, which can include competitors (§ 0465). Both Ulwick and Bruce are concerned with obtaining organizational goals via performance indicators, therefore it would have been obvious to one having ordinary skill in the art at the time the invention was made to include identifying gaps between attributes of said current customer experience and attributes of said customer experience provided by said competitor in Ulwick, as seen in Bruce, as an effective means of comparison, as disclosed by Bruce, thus making Ulwick more robust in determining solution implementation.

As per claim 21, Ulwick discloses defining a future customer experience for said solution path (i.e., value of potential solution can be determined in advance of its actual development, column 8, lines 27-30).

As per claim 22, Ulwick discloses updating said customer experience flow to include said gaps between said attributes (i.e., quantification of potential value, thus determining strengths and weaknesses in a solution, column 7, lines 63-67 and column 8, lines 10-12).

As per claim 24, Ulwick discloses generating an environmental profile of said target customer, said environmental profile comprising attributes of an environment associated with said target customer (i.e., existence of segments that cut across traditional classification schemes, column 15, lines 5-7).

As per claim 25, Ulwick discloses said metrics comprise pre-release metrics and post-release metrics, wherein pre-release metrics are for measuring success during development of said solution path (i.e., create and quantify the value of a proposed

solution in advance of its actual implementation, column 17, lines 25-28) and wherein post-release metrics are for measuring success after implementation of said solution path (i.e., continuous improvement of the solution, column 23, lines 3-7).

As per claim 26, Ulwick discloses wherein said step d) comprises: defining units of measure for said metrics (importance rating, column 18, lines 63-67); identifying measurement methods; defining criteria which indicate acceptable values for said metrics; and establishing baseline values for said metrics (column 18, lines 53-63).

Response to Arguments

6. In the Remarks, Applicant argues, with respect to claim 1, that Ulwick does not teach or suggest a customer profile, a customer experience provided by a competitor, and identifying gaps between current solutions and benefits. The Examiner respectfully disagrees. First, Ulwick discloses customers are identified (column 6, lines 7-10), including gathering customer desired outcomes from a sample of individuals that represent the potential market (i.e., customer profile, column 14, lines 29-32), thus indeed disclosing a customer profile. Next, Ulwick discloses external customers (i.e., end users, column 14, lines 50-54) are broken into market segments wherein research data is quantified for specific market segments, wherein the desired outcomes identified for a market segment are ranked (column 15, lines 16-22). And whether an organization can compete effectively against other organizations, is a desired outcome (figures 19a and 20a). As a result, market segment data based upon whether an organization can effectively compete

against other organizations is researched and quantified from an end user perspective, thus indeed disclosing a customer experience provided by a competitor. Lastly, Ulwick discloses quantifying the potential value of each alternate/proposed solution (column 7, lines 63-67), wherein the user is able to systematically improve the best solution (i.e., current solution) via continuous improvement (column 23, lines 3-8), thus indeed identifying gaps between current solutions and benefits.

With respect to claim 27, Applicant argues that Ulwick does not teach or suggest identifying gaps between current solutions and benefits that should provided to a target customer, defining a future customer experience for a selected solution, and defining use-cases describing task interactions between participants in said solution path and said solution path. The Examiner respectfully disagrees. First, Ulwick discloses quantifying the potential value of each alternate/proposed solution (column 7, lines 63-67), wherein the user is able to systematically improve the best solution (i.e., current solution) via continuous improvement (column 23, lines 3-8), thus indeed identifying gaps between current solutions and benefits. Next, Ulwick discloses the value of potential solution quantified and determined by the user in advance of its actual development (column 8, lines 27-30), wherein the user may include the external customer (i.e., end user) that will benefit from the evolution of the process (column 14, lines 19-22), thus indeed defining a future customer experience for a selected solution. Lastly, Ulwick discloses production is analyzed to ensure the resulting service or product can be manufactured or delivered, wherein production inherently includes task interaction (column 15, lines 56-59). In addition,

Ulwick discloses coordinating actions across all functions, possessing the skill set to achieve a goal, and cooperation across organization functions (figure 19a). As a result, Ulwick indeed discloses defining use-cases describing task interactions between participants in said solution path and said solution path.

With respect to claim 20, Applicant argues that neither Ulwick nor Bruce teach or suggest identifying attributes of said target customer associated with said customer experience issue to generate a customer profile; d) generating a customer experience flow by organizing components of a current customer experience according to their order of occurrence, wherein said customer experience flow identifies instances in which customer requirements are unmet. The Examiner respectfully disagrees. First, Ulwick discloses segments represent a new market opportunity (column 15, lines 5-8). Moreover, Ulwick discloses customers are identified (column 6, lines 7-10), including gathering customer-desired outcomes from a sample of individuals that represent the potential market (i.e., customer profile, column 14, lines 29-32), thus indeed disclosing identifying attributes of said target customer associated with said customer experience issue to generate a customer profile. Lastly, Ulwick discloses providing an interactive approach that presents the user with weaknesses and strengths that exist in a solution, wherein the user is able to quantify value of a solution, based on the strengths and weaknesses, i.e., customer requirement unmet (column 8, lines 10-27), thus indeed disclosing generating a customer experience flow by organizing components of a current customer experience according to their order of occurrence, wherein said

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customer experience flow identifies instances in which customer requirements are unmet.

Conclusion

7. **THIS ACTION IS MADE FINAL.** Applicant is reminded of the extension of time policy as set forth in 37 CFR 1.136(a).

A shortened statutory period for reply to this final action is set to expire THREE MONTHS from the mailing date of this action. In the event a first reply is filed within TWO MONTHS of the mailing date of this final action and the advisory action is not mailed until after the end of the THREE-MONTH shortened statutory period, then the shortened statutory period will expire on the date the advisory action is mailed, and any extension fee pursuant to 37 CFR 1.136(a) will be calculated from the mailing date of the advisory action. In no event, however, will the statutory period for reply expire later than SIX MONTHS from the mailing date of this final action.


8. Any inquiry concerning this communication or earlier communications from the examiner should be directed to Andre Boyce whose telephone number is (571) 272-6726. The examiner can normally be reached on 9:30-6pm M-F.

If attempts to reach the examiner by telephone are unsuccessful, the examiner's supervisor, Tariq Hafiz can be reached on (571) 272-6729. The fax phone number for the organization where this application or proceeding is assigned is 571-273-8300.

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Information regarding the status of an application may be obtained from the Patent Application Information Retrieval (PAIR) system. Status information for published applications may be obtained from either Private PAIR or Public PAIR. Status information for unpublished applications is available through Private PAIR only. For more information about the PAIR system, see <http://pair-direct.uspto.gov>. Should you have questions on access to the Private PAIR system, contact the Electronic Business Center (EBC) at 866-217-9197 (toll-free). If you would like assistance from a USPTO Customer Service Representative or access to the automated information system, call 800-786-9199 (IN USA OR CANADA) or 571-272-1000.

adb
December 22, 2006


ANDRE BOYCE
PATENT EXAMINER
A.U. 3623